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Hospital	City / Town	County	Teaching Status [1]	Fiscal Year End	Number of Months Data		
North Shore Medical Center	Salem	Essex	Nonteaching	09 / 30	12		
Financial Performance Indicators	FY05	FY06	FY07	FY08	FY09	MA Industry Median FY09	NorthEast US Median FY08 [2]
Profitability							
Operating Margin	-10.04%	-0.18%	2.77%	0.44%	1.35%	1.9%	0.9%
Non-Operating Margin	1.81%	0.21%	-0.07%	0.21%	0.15%	0.2%	0.07%
Total Margin	-8.23%	0.02%	2.70%	0.64%	1.50%	2.2%	0.9%
Operating Surplus (Loss)	(\$31,598,000)	(\$690,000)	\$11,273,000	\$1,913,000	\$5,934,000	---	---
Total Surplus (Loss)	(\$28,022,000)	\$90,000	\$10,977,000	\$2,813,000	\$6,613,000	---	---
Liquidity							
Current Ratio	1.84	1.37	1.66	1.50	1.37	1.50	1.55
Days in Accounts Receivable	37.75	37.20	34.44	35.98	33.02	40	46.2
Average Payment Period	47.96	46.98	52.49	56.76	61.70	57	60.3
Solvency/Capital Structure							
Debt Service Coverage (Total) [3]	-0.39	0.96	1.20	0.76	0.79	3.0	2.7
Cashflow to Total Debt [4]	-7.52%	9.83%	14.83%	8.82%	10.53%	20.4%	12.5%
Equity Financing	27.42%	17.14%	22.27%	15.60%	2.94%	37.9%	47.9%
Other							
Total Net Assets	\$68,075,000	\$37,175,000	\$56,395,000	\$43,637,000	\$8,091,000	---	---
Assets Whose Use is Limited	\$21,463,000	\$1,685,000	\$2,016,000	\$2,521,000	\$1,093,000	---	---
Net Patient Service Revenue [5]	\$315,029,000	\$357,898,000	\$390,873,000	\$424,652,000	\$428,119,000	---	---

FY09 filing based on hospital's audited financial statements

Data Sources: FY05 - FY09 data drawn from DHCFP annual filing and are reconciled to Audited Financial Statements or to hospitals supporting documentation. DHCFP filings may not reflect all financial resources available to a hospital -- for example, resources available through associations with foundations or parents/affiliates. Financial information should be interpreted within the context of other factors, including, but not limited to, management plans, reimbursement changes, market behavior, and other factors affecting performance.
Comments: Hospitals may also submit comments which further explain or clarify specific data items. Any such disclosures are shown below.

Notes:

- [1] According to the Medicare Payment Advisory Commission (MEDPAC), a major teaching hospital is one with at least 25 FTE residents per 100 inpatient beds.
[2] NE US Median data from The "Almanac of Hospital Financial & Operating Indicators.", 2010 INGENIX.
[3] Blank values indicate a facility with no current long term debt in the period covered.
[4] Blank values indicate a facility with no long term debt net of current portion in the period covered.
[5] Net Patient Service Revenue includes Premium Revenue.